

# **The Great Lines Heritage Park Management and Maintenance Plan 2012 - 2016**



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VERSION	DATE	ACTION
0.01	April 2012	Adopted

*Produced by Greenspaces Development Team, Medway Council*

## A1 Executive Summary

The Great Lines Heritage Park is a vast area of open space connecting Chatham, Gillingham, Brompton and the Historic Dockyard with green corridors for wildlife, pedestrian and cycle links for residents of the two towns. The Park owes its sheer scale and open vistas to the Heritage of Chatham and its strong military ties, the majority of the park being the Field of Fire whose legacy sits centrally in strategic military operations. The Lines, constructed in Napoleonic times, have proven themselves barriers during the wars that they were constructed for and, in modern times, barriers to development.

In 2008 HTA Landscape Design consultants were tasked with connecting the Great Lines, Lower Lines, Inner Lines, Fort Amherst and Medway Park together. Funding of £2 million was awarded by the Government's Parklands Thames Gateway Fund to develop the area into a Park. A further £74,000 from EU funding for lighting of the Naval Memorial on the Field of Fire, Fort Amherst and signage across the Park was also received. Work began in consulting with residents and land owners to unite the area as The Great Lines Heritage Park. This work was successfully completed in March 2011, the result being a unified and attractive space with strong pedestrian links promoting sustainable movement of people across Medway. The Park, alongside The Historic Dock Yard, Chatham, will play a major part in Chatham's bid for World Heritage Status.

## A2 Challenges

The complexity of the Great Lines Heritage Park is in managing a site that bridges five different land owners **(as set out on Map 2)**. Whilst this management and maintenance plan can only directly affect the areas owned by Medway Council, it is hoped that guidance set out in this management plan will link the Park together. There are several key challenges facing The Great Lines Heritage Park.

1. Maintaining the high standard of infrastructure
2. Securing continued investment against a backdrop of budget cuts.
3. Balancing strong community interest and opportunities for improving the park while retaining its current character and preserving its heritage
4. Developing the site in terms of usage and audience

This management plan draws together these challenges and provides a structured framework for the future management of The Great Lines Heritage Park

## A3 Meeting the Challenge

The presence of experienced management and established maintenance contracts means that the park is already well positioned to ensure that existing services are sustained to bring about significant improvements to the site simply through investment of time.

Adoption of this Management and Maintenance Plan (MMP) provides a platform for taking forward the partnership between stakeholders (set out in table 1. of this management plan). It is underpinned by the following Vision Statement that has been drafted in conjunction with Stakeholders.

## A4 Vision and Aims

*The Great Lines Heritage Park has a distinct and diverse landscape character and unique heritage which offers the potential to provide a series of unusual and rewarding experiences which should be enjoyed on a local , regional and international level.*

To drive this Vision Green Flag Award Criteria have been adopted and this Management and Maintenance plan will be delivered against the following eight aims:

1. To **positively welcome people** into the park in terms of physical, intellectual and social access
2. To ensure a **healthy, safe and secure** experience for users
3. To provide a **well-maintained and clean environment**
4. To improve the **environmental quality and sustainability** of the site
5. To conserve the **historic character, landscape and ecological value** whilst ensuring provision for contemporary users and communicating the importance of the site to those users
6. To provide opportunities to increase **community use and wider visitor involvement** particularly through events, engagement, education and interpretation
7. To ensure **effective promotion** of the site as a local, regional and international visitor attraction.
8. To ensure all those involved in the management and maintenance of the site **effectively use the Management and Maintenance Plan (MMP)** as a working document

It should be noted that each aim and its associated objective do not exist independently from the others and have been organised in this way for ease of use.



## Section 1

### 1.1 Overview of the Management and Maintenance Plan

This Management and Maintenance Plan (MMP) assesses the current condition of The Great Lines Heritage Park against Green Flag criteria (see **appendix 1** for information on Green Flag Awards) and details actions for the management and maintenance of the site over the five-year period between 2012 and 2016, within the context of national, regional and local policy frameworks. .

As part of the development of the MMP, detailed consultation has taken place with Greenspace Services Officers, site staff, maintenance staff, other Officers within the Council and a number of stakeholders who have cause to directly or indirectly determine or influence activities within The Great Lines Heritage Park. This has informed the development of the plan and ensured that proposals meet specific identified local needs. It is intended that Officers and Council members, stakeholder groups, users and the general public will use the plan. The MMP and the appendices, contain various plans, policies and documentation that illustrate and support the plan.

### 1.2 Purpose of the Management and Maintenance Plan

The purpose of the MMP is to:

1. Set out policy and direction for Great Lines Heritage Park within the context of Medway Council's vision and corporate priorities
2. Identify all issues that affect the management and maintenance of the Park and assist with the resolution
3. Provide a clear vision and cultural setting for the park and its development
4. Encourage ongoing member, stakeholder and community involvement in the Great Lines Heritage Park
5. Raise the profile of The Great Lines Heritage Park and develop higher levels of users
6. Guide future management and ensure continuity of development
7. Develop a sense of achievement and pride in The Great Lines Heritage Park
8. Provide a basis for identifying priorities within The Great Lines Heritage Park

In order to be a user-friendly and a useful reference document, this MMP will:

1. Be accessible and easy to understand, written in plain English.
2. Ensure clear objectives are set and include an action plan with specific and measurable targets.
3. Demonstrates the resources required to achieve and sustain improvement.
4. Include timescales, which allow progress to be monitored
5. Allow flexibility in its approach and evolve with time

The plan has been prepared within the guidelines of CABA Space's recommended framework (see **appendix 1**) for the development of management plans. This approach has enabled the development of a comprehensive and useable plan, which will provide focus for work planning by Greenspace Services and ensure production of a best practice MMP.

The Action Plan in Section 7 shows the key actions that have been extrapolated from the vision statements and issues analysis and will allow staff teams and local people to work together towards a sustainable future for the park. It also indicates the method for monitoring the outcomes. In this manner, each of the actions contained within the plan will be monitored against a pre-determined anticipated output.

### 1.3. Site Overview

The Great Lines Heritage Park sits on the boundary of Chatham Town Centre and stretches through to Gillingham, covering approximately 70 hectares of land. It encompasses 5 key areas (see map 1)

1. The Field of Fire
2. Medway Park
3. The Inner Lines
4. The Lower Lines
5. Fort Amherst

These numbers will be used throughout the plan as confirmation of the areas being referred to.

### 1.4 History

Much research and reporting of the history of the Great Lines Heritage Park was conducted by HTA in 2008. This section will give a brief account of each area of the Park, further information can be found at **appendix 2** within HTA Design Preparation Report.

Although Chatham's history can be traced back to the Romans and Saxons, the origins of all five areas of the Great Lines Heritage Park stem from the Napoleonic War (c.18thC), when The Historic Dock Yard, Chatham, was a strategically important military base. Fortifications and ditches were an important factor in protecting the Dock Yard from enemy invasion, whilst shaping the future landscape of Chatham.

#### Area 1 – The Field of Fire

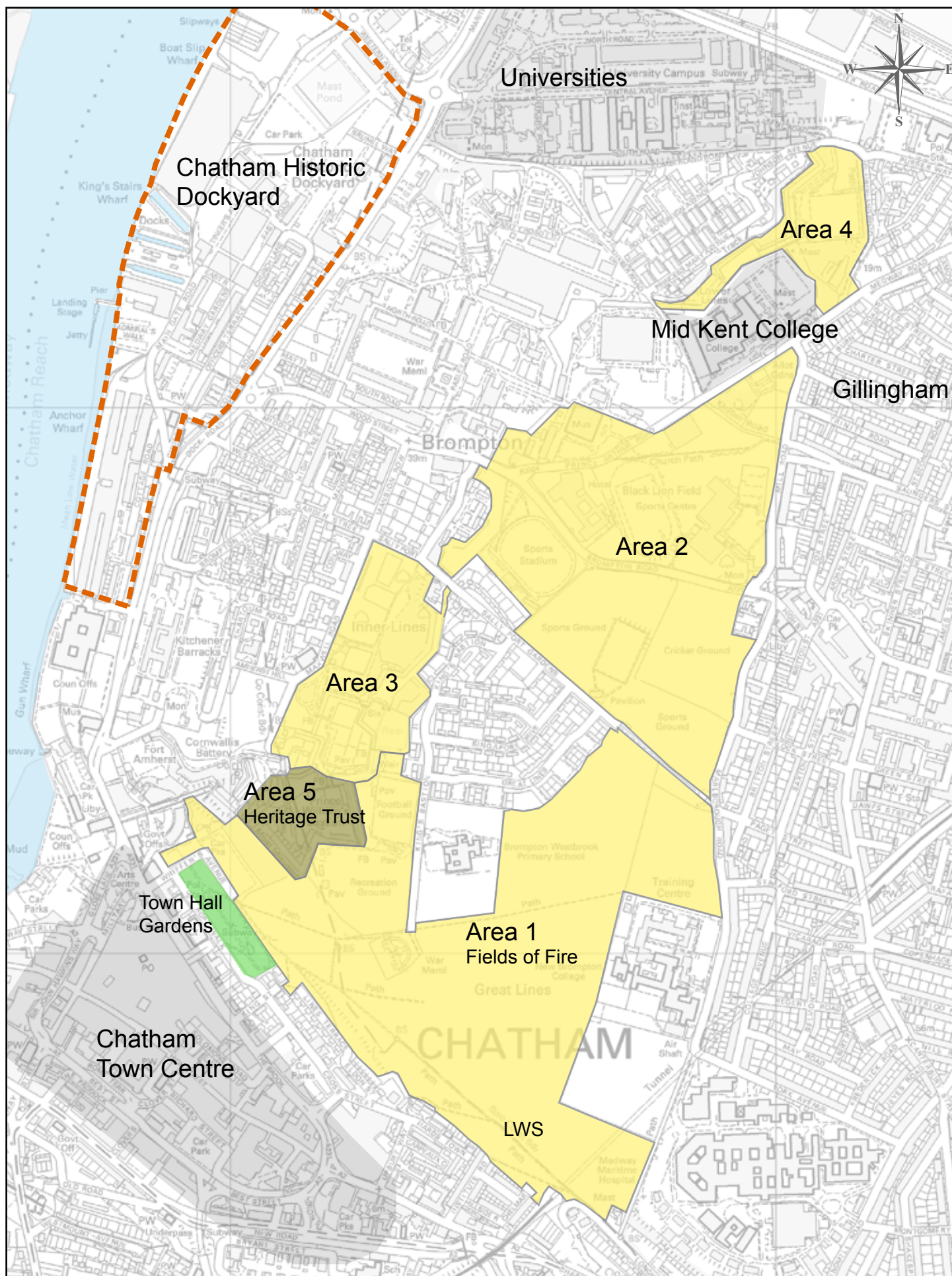
The Field of Fire is so named as it was an open stretch of land immediately in front of the Great Lines fortifications, if the fortification were breached then the enemy would have to cross the field of fire, it's openness would allow for a clear view, and shot, of the approaching enemy. The Field of Fire also provided the main exercise ground for the military and their horses during the 19<sup>th</sup> century,

#### Area 2 – Medway Park and sports areas

Medway Park and the sports areas would have been farmland during the 18<sup>th</sup> century forming part of West Court Farm. Part of Upberry Farm, was acquired by the Military in 1804 to increase the open space outside of the Lines.

#### Area 3 – The Inner Lines

During the 18<sup>th</sup> Century the Inner Lines played home to the true park and recreation ground of the Military Residents. It contained the Commandant's Pleasure Grounds and Kitchen Garden. The formal layout of the gardens reflected the need for military order, somewhat at odds with the fashion at the time of creating Capability Brown style landscapes.



## Area 4 – The Lower Lines

These Lines were created in 1804 as an extension to the 1755 line of fortifications. They took the form of large deep ditches with brick lined walls and were constructed with the most up to date methods known at that time.

## Area 5 – Fort Amherst

In 1803, following a years peace with France, war was once again declared. This resulted in a complete re-vamp of Chatham's defences and the construction of Fort Amherst at the southern end of the Lines, to defend the Dock Yard and site guns that would defend the river downstream of Rochester. A complex of tunnels ran through the chalk cliffs at Fort Amherst, these were upgraded and strengthened between 1803-15 and connected to batteries on the hilltop and above Gun wharf.

### 1.5 Social Context

The Great Lines Heritage Park sits within four wards:-

Gillingham North:- Population 14,475  
 River:- Population 6,972  
 Gillingham South:- 15,074  
 Chatham Central:- 14,633

All four wards are identified by the Department of Environment Transport and the Regions (now Dept of Communities and Local Government) index as areas of Multiple Deprivation.

The importance of quality open space in areas of deprivation has been documented in many reports such as CABI Space's 'Community Green: using Local Spaces to tackle inequality and improve Health' and the National Housing Association's guide 'Greener Neighbourhoods'. Both set out that quality open space is an effective way to tackle inequality, promote healthy lifestyles and enhance community cohesion. The Great Lines Heritage Park plays an important role for residents in all these areas.

### 1.6 Policy Context

#### Localism Act 2011

A new Bill introduced by the Coalition in 2010 and brought into effect in November 2011 is the Localism Act 2011, this has varying impacts on Greenspaces as a service. Its aim is to localise and decentralise power to local government and help to create 'The Big Society'. Six key actions are identified:-

- Lift the burden of bureaucracy – removing unnecessary requirements and regulations imposed by Central government on providers and users of public services
- Empower communities to do things their way – giving communities and public sector workers more power to own assets and run services

- Increase local control of public finance – decentralising funding and payment so that more of the decisions over how public money is spent and raised can be taken within communities
- Diversify the supply of public services – maximising independent provision of public services, extending payment by results and maximising access to external finance
- Open up Government to public scrutiny – implementing public service transparency framework by releasing government information to the public domain, so that people can know how their money is spent, how it is used and to what effect
- Strengthen accountability to local people – shifting democratic accountability to the local level, giving every citizen the power to change the services provided to them through participation, choice or the ballot box.

The key actions where Greenspaces may be impacted by the Localism Act sit within the empowering local communities and diversifying the supply of public services. The impacts of this Act will be managed through the annual review of the MMP.

#### Natural Environment White Paper

The first White Paper on the natural environment for over 20 years, this report seeks to

- Protect and improve our natural environment
- Grow a Green Economy –
- Reconnect People and Nature
- Provide International and EU Leadership
- Monitor and Report on the English Environment.

The key areas affecting Greenspaces will be;

- Allowing local people to nominate sites as 'Local Green Areas', giving sites protection.
- Introducing more outdoor teaching opportunities
- Launch of a new phase of Muck in4life campaign, offering volunteering opportunities to improve quality of life in towns, cities and the countryside
- The development of new Key Indicators in Spring 2012 to track progress on the White Paper

#### Strategic Health Review – Fair Society Healthy Lives

This review was conducted by Professor Michael Marmot on behalf of the Secretary of State for Health to reduce health inequalities in England from 2010, its key aims to improve health and well being for all and to reduce health inequalities. The review identifies the need for Local government, primary care and the third sector to work together to improve health. Local authorities have been given new powers under Public Health England. The key areas that affect Greenspaces sit within Policy Objective E: -

- Improve the availability of good quality open and green spaces across the social gradient

- Improving active travel across the social gradient

Medway Council have begun to invest in a Fitness for All programme across Greenspaces, funded by Member Priority Capital and Section 106 funding. The culmination of this project is outdoor fitness equipment in 6 Parks within areas of deprivation, including Mill Road Play Area. Further initiatives with funding may be realised in the coming years.

### Local Context

Other policy documents of relevance to the management and development of The Great Lines Heritage Park include the following:

- Green Flag Award Scheme
- Wildlife, Countryside and Open Space Strategy for Medway 2008
- Medway Sustainable Communities Strategy 2010-2026
- Medway Local Plan, Adopted May 2003
- Medway Local Development Framework
- Transport – Medway Council's Third Local Transport Plan 2011
- Medway Cultural Strategy

Summaries of these documents are included in **Appendix 1**, or can be found at [www.medway.gov.uk](http://www.medway.gov.uk).

### **1.7 Stakeholders**

The Table below sets out the current list of stakeholders, this list is not exhaustive and should be updated when new stakeholders are identified:-

GROUP	DESCRIPTION	CONTACT DETAILS
Park Users	Residents of Gillingham North Ward, River Ward, Gillingham South Ward and Chatham Central Ward	N/A
Friends of the Great Lines Heritage Park	Representative group of interested residents of Medway whose key goal is to ensure the upkeep of the Great Lines Heritage Park, consultee for all decisions made at the Park	<a href="http://www.foglhp.org.uk">www.foglhp.org.uk</a>
Friends of the Admiral's Garden	Friend's group for the Lower Lines Park	<a href="http://www.foag.org.uk">www.foag.org.uk</a>
The Ministry of Defence	Responsible for the maintenance and management of the Inner Lines	
Fort Amherst Heritage Trust	Responsible for the maintenance and management of Fort Amherst	<a href="http://www.fortamherst.com">www.fortamherst.com</a>
The Lower Lines Trust	Responsible for the maintenance and management of The Lower Lines Park	Jane Jones 01634 830633
Mid Kent College	Trustee of the The Lower Lines Park	Jane Jones 01634 830633
Chatham World Heritage Steering Group	Steering Group who represent The Great Lines Heritage Park as part of the wider World Heritage Site Status for Chatham	Chathamworldheritage.org.uk
Conservative MP Rehman Christi	MP for Gillingham and Rainham	<a href="http://www.rehmanchristi.com">www.rehmanchristi.com</a>
Local Ward members	<p>River</p> <p>Craig Mackinlay (Con)</p> <p>Andrew Mackness (Con)</p> <p>Gillingham North</p> <p>Pat Cooper (Ind)</p> <p>Adam Price (Lab)</p> <p>Andy Stamp (Ind)</p>	Email councillors using <a href="mailto:firstname.secondname@medway.gov.uk">firstname.secondname@medway.gov.uk</a>



	<u>Gillingham South</u> David Colman (Lab) Geoff Juby (Lib Dem) Sheila Kearney (Lib Dem)  <u>Chatham Central</u> Paul Goodwin (Lab) Vince Mapel (Lab) Julie Shaw (Lab)	
Portfolio Holder:	Cllr Howard Doe	Howard.doe@medway.gov.uk
Universities at Medway	Greenwich University Univeristy of Kent Canterbury Christchurch University Mid Kent College	<a href="http://www.medway.ac.uk">www.medway.ac.uk</a>
Medway Council	Great Lines Heritage Park Project Manager Greenspaces Events Team Medway 2012 Team Youth Services Leisure	01634 333333  <a href="http://www.medway.gov.uk">www.medway.gov.uk</a>
Quadron	Grounds Contractor who carry out maintenance work on behalf of the council	<a href="mailto:greenspaces@medway.gov.uk">greenspaces@medway.gov.uk</a>
Medway Urban Parks and Green Spaces Forum -	Forum for Friends Groups of Parks to discuss issues and provide feedback to Medway Council	<a href="http://www.mupgsf.org.uk">www.mupgsf.org.uk</a>
Kent Police	The Great Lines is covered by officers from the River team, there are 3 Local PCSO s.	<a href="mailto:Nhp.medway@kent.pnn.police.uk">Nhp.medway@kent.pnn.police.uk</a>  Non urgent tel: 101
Medway Maritime Hospital	Local Hospital, neighbouring the GLHP	Tel: 01634 830000
Local Schools	Brompton Academy – Secondary School Brompton Westbrook Primary School	Tel: 01634 852341 Tel: 01634 844152
Kent Wildlife Trust	Local Wildlife Trust - carry out periodic reviews of all local wildlife sites and update citations. Produce an annual report of local wildlife sites.	Tel: 01622 662012
Brompton Village Association	Local Village Association neighbouring the GLHP	<a href="mailto:bromptonvillage@yahoo.co.uk">bromptonvillage@yahoo.co.uk</a>

### 1.8 Site Identify

A significant part of the development of the Great Lines Heritage Park, between 2008 and 2011, was the creation of site unity through design. This was developed and instigated by HTA Landscape Design on behalf of Medway Council., the Landscape Design Statement, produced by HTA, can be found in **appendix 2**.

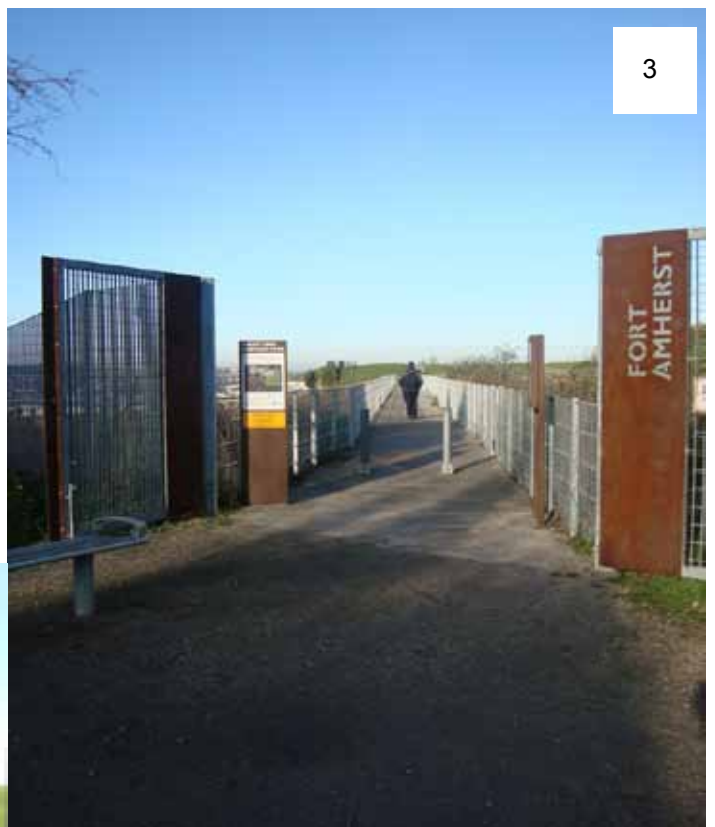
For the purpose of this MMP a photo list of in-situ furniture and specified make and models is listed for ease of replacement when necessary. These furniture styles must be adhered to, to ensure unity of the site is preserved. Maintenance for materials such as Cor-ten can be found in this MMP in section 2.3.





## Signage and Interpretation Styles

1. Panel Signage
2. Cor-ten panels and stone gabions at Brompton Road Entrance
3. Cor-ten panels at Fort Amherst Entrance from Field of Fire
4. Cor-ten panel and sign onto the Field of Fire





5

#### Furniture and Infrastructure Styles

5. Zenith ZEN6 A EPPC FSC seat with arms
6. Furniture ZEN 500 MS PPC Litter Bin  
Glasdon Retriever 500 Dog Waste Bin



6



7

7. Zenith ZENB6 A EPPC FSC Bench with arms
8. Stone Gabions with cor-ten panels in steel cages with Kentish ragstone



8

## 1.9 Land Ownership

The complexity of the Great Lines Heritage Park is in managing a site that bridges five different land owners (**as set out on Map 2**). Whilst this management and maintenance plan can only directly affect the areas owned by Medway Council, it is hoped that guidance set out in 1.7 recognising neighbouring stakeholders and 1.8 relating to site identity and style will be adhered to across the Great Lines Heritage Park areas, regardless of ownership. It is also the aim of this management plan to identify joint initiatives across the GLHP, such as applying for HLF funding for the Inner Lines, which will benefit the whole Park. On a smaller scale, the Friends of Great Lines Heritage Park carrying out task days to remove litter and thin vegetation across the whole site will also benefit all.

In addition to the land ownership shown on **Map 2** there are also protections afforded to the GLHP.

The landscape and biodiversity importance of the site is recognised through the Area of Local Landscape Importance designation in the Medway Local Plan adopted in May 2003, and the Site of Nature Conservation Interest (Local Wildlife Site) status.

Together with local landscape protection and the potential World Heritage Site designation, a range of covenants are in place within the title deeds for the site. In summary these state that:

- The MoD retains a right of access over the road between Sally Port Gardens and Marlborough Road;
- There is a general right of free passage for existing services and utilities across the site;
- The site is not to be used for 'any noxious or offensive trade or business' or for 'any purpose which may be or become a nuisance damage or annoyance to [the secretary of state for defence]';
- The site is to be maintained for no other purpose than for the recreation of the public at large, and no buildings or structures should be erected.

## 1.10 Local Significance

The northern area of the Great Lines Heritage Park is being progressed as Medway Park, thanks to government and University funding relating to the London 2012 Olympics.

Medway Park - an £11.1m project to create a regional centre of sporting excellence. The development includes a purpose-built gymnastics centre, an eight-lane athletics track and a complete refurbishment of the Black Lion leisure centre. Work began in December 2007 and was completed in 2010.

Medway Park will provide a sterling legacy of the London 2012 games, in line with the principles of the Olympic Charter. This will be supported by the permanent World Heritage Site status accolade, with its complementary timescale. The modern sporting usage echoes previous important roles for the Great Lines. Siege exercises by the Royal Engineers attracted vast audiences throughout the mid 19th century, and were a public display of strength, expertise and stamina. Crowds were known to number 70,000. As early as 1823, civilians had begun to make use of the open space

MAP 2





of the Lines for horse-racing spectacles. In 1846, civilian pressure led to a public meeting to “press the Board of Ordnance to reserve at any future letting of the Great Lines a privilege for the inhabitants of the town and neighbourhood to use the land for the purpose of athletic and healthful exercise at all times when it may not be required for military purposes”.

Town Centre and Waterfront Regeneration: - The Great Lines is a significant link in the successful regeneration of Chatham and Gillingham town centres and Chatham Waterfront. It provides a pivotal link between vibrant sites of resident and visitor interest of the future. In particular, it will provide an exceptional and unique backdrop for Chatham, emphasising its military origins and international future.

#### Green Grid:

Medway Council is developing a Green Grid initiative to promote access to, and investment in quality open spaces and countryside in Medway. The Green Grid will link urban and rural neighbourhoods through a network of quality green spaces and corridors of landscape, recreational and ecological value. It aims to achieve added benefits by managing all elements of the open space resource (such as parks, play areas, allotments, urban countryside areas) as a series of linked sites rather than in isolation.

The Great Lines is an important site for developing this connectivity between rural and urban Medway as evidenced by 3 of 6 proposed routes starting at the Great Lines. These are:

- Great Lines to Capstone Valley
- Great Lines to Horsted Valley
- Great Lines to Wouldham

### **1.11 Finance Framework**

Item	Allocation
Capital Investment	Parklands Grant - £2 Million 2008-2011 EU Grant - £74,000
Grounds Maintenance	Part of Grounds Maintenance Contract for Medway Council
Tree management	Officer Time
Ranger time	200 hours per annum
Management time	Project Manager – Full time Funded by Chatham World Heritage trust
Community engagement time	350 hours per annum

## 2. Where are we now?

### 2.1 A Welcoming Place

#### Physical Access

Pedestrians - Due to the £2 million grant mentioned previously, all the entrances into The Great Lines Heritage Park at all locations has been upgraded and improved, thus providing access for pedestrians, cyclists, wheelchair users and pushchairs. There is a lack of signage for cycle paths and this should be investigated. Sloped paths are used up to the Field of Fire (1) from Town Hall Gardens and Chatham Town Center, this path continues all the way through the Field of Fire to Brompton Road (2). From Brompton Road, along Mill Road through to The Lower Lines pedestrian footpaths provide a route that connects the site together. The Lower Lines (4) utilises sloping paths on a circular route and avoids steps so that all visitors to the Park have access (**see map 3**).

Car Parks – there are plenty of car parks in and around the GLHP, such as:-

- Fort Amherst – pay for parking in the Cafe
- Whiffens Avenue pay and display car park
- The Pentagon pay and display car park
- Brompton Road on-road meter parking
- Medway Park pay and display car park

Infrastructure - Where modern bridges have been built to replace old bridges across The Lines attention has been paid in the design to reflect historical features. An example is the bridge in The Lower Lines, which is constructed in a similar fashion to that used by The Royal Engineers during WWII. This is important in showing the military history of the site. The Prince William Bridge constructed in 2011 to join Fort Amherst to the Field of Fire has won two awards – The Civil Engineering Award for Engineering Excellence and the BNI Engineering Excellence award (**see picture 23**). This bridge is a new addition therefore the design brief was to not detract from Fort Amherst, but not necessarily follow military design.

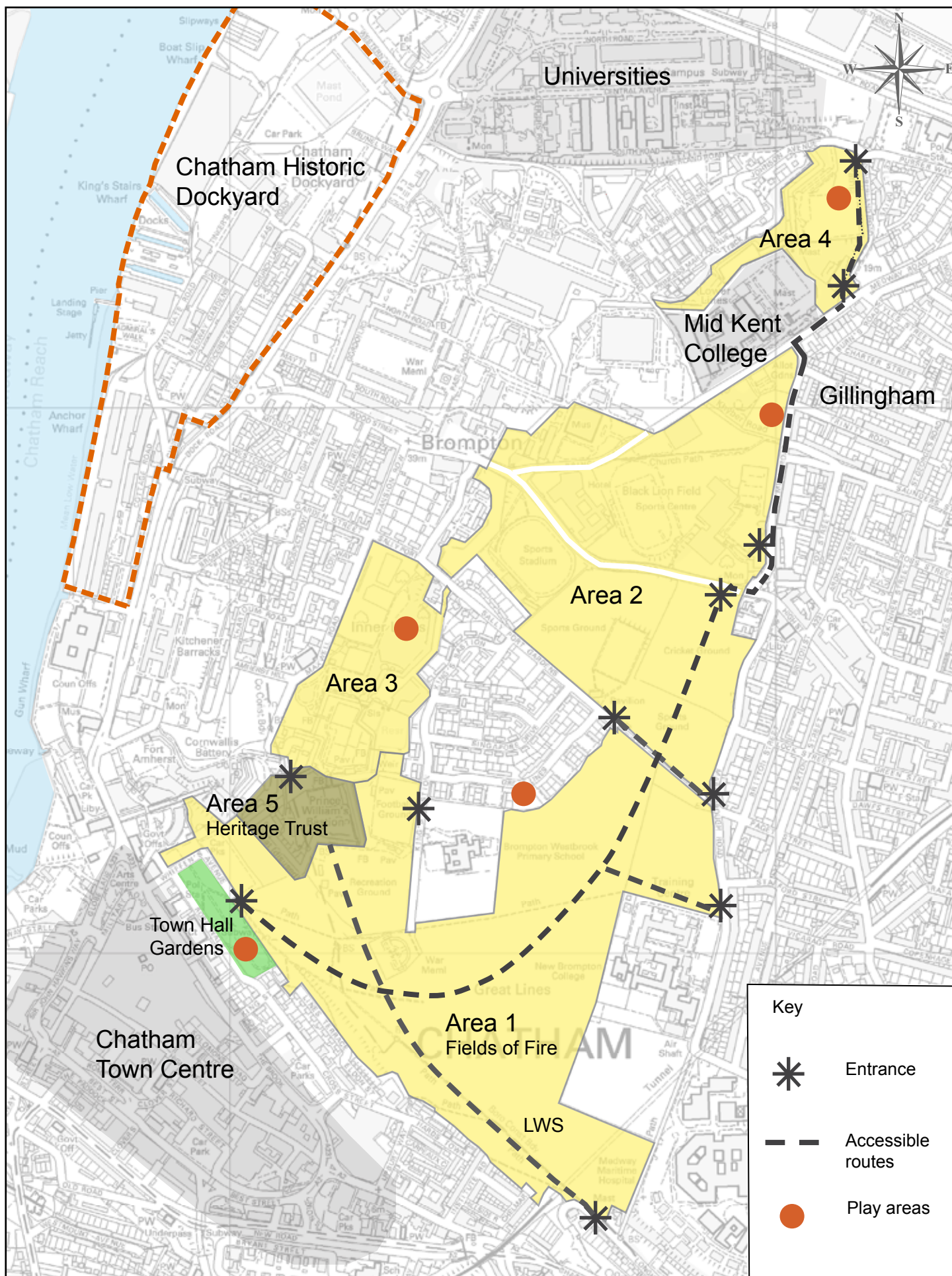
Opening Times – the Field of Fire, Lower Lines and Inner Lines are accessible at all times. Fort Amherst is open from Dawn till Dusk 7 days a week, Medway Park has controlled opening and opening hours are 7 days a week between 6.30am and 10.30pm, varying at weekends.

#### Intellectual access

Signage and Interpretation is placed at all the main entrances to the park, the construction is cor-ten panels, informing visitors of their location and the layout of the Park. However there was no park signage from Johnson's Avenue and Purser Way into the Lower Lines, this provides a route for students from their accommodation to the College and would be useful to indicate its location.

Internal to all areas of the GLHP are interpretation boards explaining the history and design of different elements of the landscape, (**see picture 9**).









9. Showing interpretation panel style at the Lower Lines
10. The Lines (military defence) at the Lower Lines



11. New Bridge at the Lower Lines
12. Johnson Avenue entrance - without signage



## 2.2 Healthy Safe and Secure

Safe Equipment and Facilities – The Great Lines is rated a Category B site within Greenspaces, therefore it receives four foot patrols a month to check infrastructure by the Urban Ranger Team within Greenspaces at Medway Council. This would cover area 1, Field of Fire and part of area 2, sports pitches and the Mill Road Play Area. The Lower Lines (4) is under the management of The Lower Lines Heritage Trust. The Inner Lines (3) are managed by the MOD and is not accessible to the public. Fort Amherst (5) is managed and inspected by the Fort Amherst Heritage Trust. Medway Park (2) is covered by Leisure at Medway Council.

Urban Ranger Team –The Greenspace Services Ranger team is responsible for operational inspections of the site. Daily tasks for the rangers include carrying out health and safety audits, working closely with the Police and Friends group, carrying out emergency and temporary repairs and liaising with contractors to carry out larger remedial works, customer complaints and insurance claims. The Ranger team advise on dog fouling and litter education and also have the powers to carry out on-the-spot undertaken on an annual basis by the Ranger team and remedial works prioritized by the Senior Ranger. Copies of inspections can be found at **appendix 3**.

Graffiti – On visiting site there was little evidence of graffiti, apart from the lower path that runs Whiffins Avenue. This path is lit at night and is shielded from view by trees on the bank and provides a good spot for anyone wishing to conduct illegal activities. Greenspaces has a Service Level Agreement (SLA) with Waste Services to remove graffiti, offensive graffiti is removed within 24 hours and non-offensive within 5 working days.

### Boundary Treatment

Rag Stone Gabions - Where new boundaries were created with the Parklands funding, ragstone gabions have been used, reflecting the Kentish geology.. These are created from a robust steel and have had little vandalism.

Railings - The Lower Lines is delineated by a black heritage style railing and ornate gates, both robust in their construction.

Hedges and Trees – throughout the GLHP vegetation is used as a buffer, this can be seen along the lower path from Whiffens Avenue and throughout The Lower Lines. Management of trees and hedges in areas 1 and 2 are with Greenspaces Medway Council and will be covered by a maintenance contract, detailed later in this MMP. Vegetation within areas 3, 4 and 5 will be managed by the Official bodies set out in section 1 of this MMP.

Historic boundaries – The ornate gates at Fort Amherst where originally constructed in 1908 for Gillingham Park, however they were re-sited to Fort Amherst in the 1950s.

The Naval Memorial – The large Naval Memorial was awarded funding for lighting from the EU, this is maintained by The War Graves Commission.

The Lines – The Lines are defences built during the Napoleonic era, they are deep ditches constructed with sheer brick walls whose depth makes it difficult to negotiate access and therefore creates natural boundaries. Bridges have been constructed across them but the maintenance of the Lines themselves is quite difficult. Removal

of vegetation to show their history has been conducted over the past five years, but on-going vegetation maintenance will be expensive.

Pathways – there are several types of surfacing used throughout the GLHP these are commonly known as resin-bonded gravel, compacted gravel such as MoT type 1, tarmac, timber steps and grass. The maintenance of these paths is covered in the maintenance section of this MMP and the action plan in **section 2.3**.

Lighting – Fort Amherst is lit but has restricted access at night, the Naval Memorial is also lit. Currently the path along the base of the Field of Fire from Whiffens Avenue to Longhill Avenue is also lit by street lamps. There is no reason or desire to light any other areas of the GLHP.

Security in Park – An audience development report produced in 2008 by HTA, following extensive consultation, highlighted ‘make the park feel safe’ as the top priority listed by the community. Drug problems were considered a significant issue, with needle litter reported on main routes to Westbrook Primary School. Further consultation would need to be carried out to assess whether the community feel that security has improved following the investment on site.

Police Community Support Officers:- Kent Police have a team of PCSO's in Gillingham and Chatham. Regular patrols of The Great Lines have increased and have helped to deter vandalism and damage.

Kent Fire Brigade – due to an identified high risk of fire in the long grass areas, Kent Fire Brigade have had gate keys issued to them by the Ranger Services Manager to help in combating any issues that may arise.

Healthy – appropriate provision of facilities – The Great Lines Heritage Park includes several facilities that encourage healthy activity throughout the site these are:

- Football pitches (area 2)
- Medway Park (area 2) – includes swimming pool, gym and running track and is providing a training center for 2012 Olympics overseas' teams
- Junior Play Area (area 4)
- Equipped Play Areas (area 2 and 3)
- Recreational Walking (area 1) it is included in the Medway Health Walks programme
- Friends of The GLHP hold regular activities including vegetation clearance

Provision for children and young people – there are several play areas throughout Great Lines Heritage Park and on the boundaries, these are located on Map 3 and pictured on page 26, they are:-

- Mill Road Play Area – Medway Council Greenspaces own and maintain this play area. It includes play equipment for children, separate teenage area with goals and basketball hoops and teen shelter. Investment from the council's Fitness For All programme will aim to install new seating and two pieces of fitness equipment in 2012. This area could absorb more funding through improvements such as creating a Multi use games area where the current goals stand and investing in new equipment for the play area.
- The Lower Lines Play Area – a new play area that includes equipment aimed at older children and teenagers such as a zip wire and buddy swing.
- Inner Lines – open space with mini goal posts



- Great Lines Road – children’s play area owned and maintained by the MOD.
- Town Hall Gardens - Medway Council Greenspaces own and maintain this play area. It is an old style play area that needs updating to provide better play opportunities. Whilst it does not sit within the GLHP it should be considered a facility that complements the park as a whole.

### 2.3 Well Maintained and Clean

Grounds Maintenance: - The following areas sit within other Operational bodies as stated, therefore their maintenance is beyond the control of his maintenance section, however their maintenance plans can be found at **appendix 4**.

- The Lower Lines (area 4) - The Lower Lines Trust
- Medway Park (part of area 2) – Medway Council Leisure
- Fort Amherst (area 5) – Fort Amherst Heritage Trust
- Inner Lines (area 3) – Ministry of Defence

This section will concentrate on Greenspaces Medway Council controlled land as set out below:-

- The Field of Fire (area 1)
- Sports ground and football pitches (part of area 2)
- Mill Road Play Area and Town Hall Gardens Play Area

Maps showing maintenance areas can be found in **Appendix 5**

Grounds Maintenance Contract - The Council’s Greenspace Services Operations Team and Countryside Team are responsible for the management and maintenance of The Great Lines Heritage Park. The grounds maintenance activities are provided as part of a competitively tendered contract. Extensive routine maintenance works have been incorporated into the new Grounds Maintenance Contract, which was awarded to Quadron Services Limited with the start date of 1<sup>st</sup> April 2007.

It is a 5-year contract with break clauses and opportunity to renew for 2 years. A summary of the Grounds Maintenance Contract as well as details of the Performance Criteria and a copy of the current Grounds Maintenance Plan and contract specification is included in **Appendix 5**.

Many benefits that accrue from using performance based contract specifications include:

- Placing the onus on the contractor to maintain the quality rather than wait for instruction
- Encourages contractors to engage with the community.
- Improved open working between client and contractor.
- Higher job satisfaction for contractor operatives, as they can use some initiative and enjoy the results.
- Establishing benchmarks for assessing factors other than price alone when analysing tenders.

Greenspace Services are continually working with all its contractors to provide added value, examples of added value, at no extra cost has been achieved by:

- Providing first aid and emergency back up.
- Monitoring and reporting any abuse of facilities.



13



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13. Local Wildlife Site Meadows on the Field of Fire

14. All access path for pedestirans and cyclists from Whiffens Avenue



15

15. Paths through wildflower meadows with 2m mown strip

16. Grafitti on bin under street light



16

- Providing horticultural knowledge to the public upon request.
- Participating in public surveys and the consultation process.
- Participating in green waste recycling.

Tables below show the Identified Maintenance currently on contract with Quadron.

Grass Cutting – Amenity and Meadow Cut		
Quantity	Unit Rate	Annual Rate
Amenity - 57881 msq	Various	
Meadow – 21,1806 msq		
<p>Evenly mown surfaces are to be left inclusive of all support cutting around obstacles and to boundaries upon the conclusion of all cutting operations.</p> <p>All grass cutting fully completed, inclusive of all support cutting, before leaving site at the end of each cycle of cutting.</p> <p>All litter and other debris removed prior to cutting. Upon completion, all grass areas free from shredded litter and other debris and paths and surrounds free of clippings. No damage to ground, sward, emergent bulbs or surrounding features.</p> <p>Amenity grass Where grass exceeds the height range of 25mm (35mm October-March) after cutting and 60mm before cutting, regardless of reason, all cuttings raked and removed for recycling. When in range, clippings are to be left to lie evenly broadcast across grass areas.</p> <p><b>Meadow grass</b> <b>Meadow divided in two, each side to be cut alternate years in August, Area C was cut in 2011, Area B to be cut in 2012. Site to be walked before cut to check for any ground nesting birds – Sky Larks, Meadow Pippits – or Marble White Butterflies. Cut to be delayed if either are found nesting or in abundance.</b></p>		

Football Pitches		
Quantity	Unit Rate	Annual Rate
4 Junior pitches	Annual rate	
<p>Pitches marked out once per week during football season</p> <p>Grass cut on specification – maintained between 25mm and 50mm during football season</p> <p>Renovations to goal mouths and pitches carried out between April-July, including scarifying and aeration.</p>		

Playground Inspections		
Mill Road and Town Hall Gardens Play Areas		
Quantity	Unit Rate	Annual Rate
1	1	
<p>Play area is visually inspected and litter picked daily by the grounds maintenance contractor as per recommendations of BSEN1176-1177 and all defects reported to the Council's Play Officer. Play area inspected on a 4 weekly cycle by the Council's Play Officer and annually by an independent Consultant.</p> <p>All necessary maintenance work (including replacement of consumable parts) identified and arising from visual inspection carried out as soon as reasonably practical in order to minimize disruption to the public. Damage to large or whole items of play equipment reported to the Play Officer immediately upon discovery. The Play Officer will then make all necessary arrangements for the associated repair and maintenance work.</p> <p>Upon notification of damaged equipment during the day, Park Ranger staff will close off equipment in order to ensure continuing safety of visitors to the park.</p> <p>Offensive graffiti removed within 24 hours of it being reported.</p>		

Litter Cleansing		
Quantity	Unit Rate	Annual Rate
Whole site	Annual rate	
<p>All bins emptied daily. Litter removed within 10m of bin.</p> <p>Litter picked from areas before cutting grass to avoid shredding of litter</p> <p>Dog Bins – The Contractor will be responsible for the disposal of all dog waste in relation to this contract in accordance with all current and future legislation requirements.</p> <p>All dog bins shall be emptied 3 occasions per week. Monday to Sunday.</p> <p>The FIDO unit visits the park every 2 weeks, subject to ground conditions</p>		

Path management – New paths through The Field of Fire and around the sports ground have a 2m strip of grass cut either side on a regular basis and cleared of arisings, this was put in place in 2011.





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17. Mill Road Teenager Play Area

18. Mill Road Children's Play Area



19

19. Town Hall Gardens Play Area

20. Lower Lines Junior Play Area

21. Great Lines Road Play Area



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Additionally, Medway Council has entered into a Service Level Agreement with Kent Probation to allow young offenders to perform various maintenance tasks as part of their community service. Kent Probation Services could be utilised more at The Great Lines Heritage Park to deal with some of the vegetation issues.

The Urban Ranger Team has specific responsibility for responding to on-site emergencies, with particular regards to damage and wear. They are empowered to take remedial action such as signing and guarding, and effecting repairs.

Tree Maintenance - Medway Council has a dedicated Arboriculture Team located within Greenspace Services. The Arboriculture Officers carry out inspections approximately three times a year and arrange safety and cultural work, by means of a stand-alone arboriculture work contracts, delivered by Heritage Suburban Limited that is regulated by the Medway Council Tree Management Policy adopted in December 2008. Further work to create policies on inspections is underway in 2011/2012. **Appendix 6** contains information on tree management in Medway.

Areas of Trees and scrub have been identified for thinning works, however no budgets have been allocated for work to these areas. Without appropriate funding this work will not be carried out and areas will become overgrown again. Some small scrub may form part of Friends Group activities but the majority of the work would require trained staff or a contractor. A revenue budget of £10,000 per year should be provided to deal with thinning and coppicing of trees.

Infrastructure Maintenance – following on from the style guide in section 1 off this MMP. The following table gives guidance on maintenance for different materials used across the Great Lines Heritage Park

SURFACE TYPE OR FURNITURE	MAINTENANCE REQUIREMENTS	TIMESCALE
Resin-bonded paths	Any bald patches to be treated with a suitable tack coat and aggregate re-applied	As necessary
Edgings	Break out any severely damaged edgings and replace or undertake in-situ repair with suitable concrete repair mortar	
Cement bond granite	Fill any pot holes with cement bound granite fine mixed eight parts fines to one part cement and compact in accordance with SHW clause 612, tables 6/1, 6/4.	As necessary
Mot Type 1 paths	Fill any pot holes with granite type 1 and compact in accordance with SHW clause 612, tables 6/1, 6/4	Every 5 years
GABIONS		
Cage	Replace any missing cage elements with new sections	As Necessary



Ragstone	If there is excessive gabion fill settle open the top the gabion and refill with 100mm to 200mm ragstone, applying a fair face finish to all exposed faces	Every 2 years
Helicals	Replace any damaged or missing helicals to corners of the gabion cages. Any that have been unwound and left projecting from the cage should be wound back and the end of the helical twisted to lock off.	As Necessary
Cor-ten Panels and weathering steel cladding to Gabions	Two methods for maintaining cor-ten appearance: <u>Method A:</u> Pressure Wash Apply first coat of paint thinner applied to a lint free cloth Pressure Wash Apply second coat of paint thinner applied to a lint free cloth Pressure Wash Apply Owatrol or Clear Lacquer. <u>Method B:</u> Grit blast back to bare steel Apply accelerator x 2 at 24 hour intervals <b>Apply Owatrol Oil or similar approved x 2.</b>	Annually
Graffiti Removal	Apply Watco Graffiti Removal Gel generously by brush to the affected area and leave for 15 minutes but not more than 30 minutes. Scrub vigorously then rinse off with plenty of water. A second application may be necessary on very stubborn graffiti.	As necessary
Gate Padlocks	Oil as per manufacturers instructions	6 monthly
All Fences and Gates and removable bollards	All boundaries and entrances should be repaired as soon as possible following identification of damage. Like for like materials should be used at all times.	As necessary

Zenith Benches and Seats	Repaint damaged and worn areas to RAL7038  Replace damaged timber slats	Every 3 years  As necessary
Furniture ZEN 500 MS PPC Litterbins	Repaint damaged and worn areas to RAL9007	Every 3 years
Glasdon Retriever 500 Dog Waste Bins	Clean with soapy water. Do not use abrasive cleaners, replace when damaged.	As necessary

It should be noted that all infrastructure in the table above is new to the site following the grant funding in 2009. No funding has been secured to maintain these materials, an extra revenue budget of £10,000 per annum should be considered to maintain the infrastructure.

Unfortunately where new benches have been installed, concrete bases were not included (see **picture 7**). This has led to loss of grass coverage and dishing beneath the benches and seats that sit in grass areas. Future replacements should include concrete bases.

## 2.4 Sustainable

Grounds maintenance contract – No specific environmental policy or waste minimisation scheme exists at present, although Greenspace Services operate within the principles of EMAS as much as possible. The new Grounds Maintenance Contract for Medway Council requires removal of arisings from the site for recycling/composting with the composted material being returned to beds for mulching and soil enrichment. Medway Council's contractor, Quadron, are continuing to work towards the attainment of EMAS accreditation.

Clippings – the amenity grass on site is cut and left so no arising are taken away.

Car Parking – there is no provision for car parking at the Great Lines Heritage Park. Many people choose to walk to this park as it is central to the urban area, therefore not generating extra traffic and pollution.

Cycling - The addition of 4 new cycle paths through the GLHP also encourages a healthier and more sustainable mode of transport.

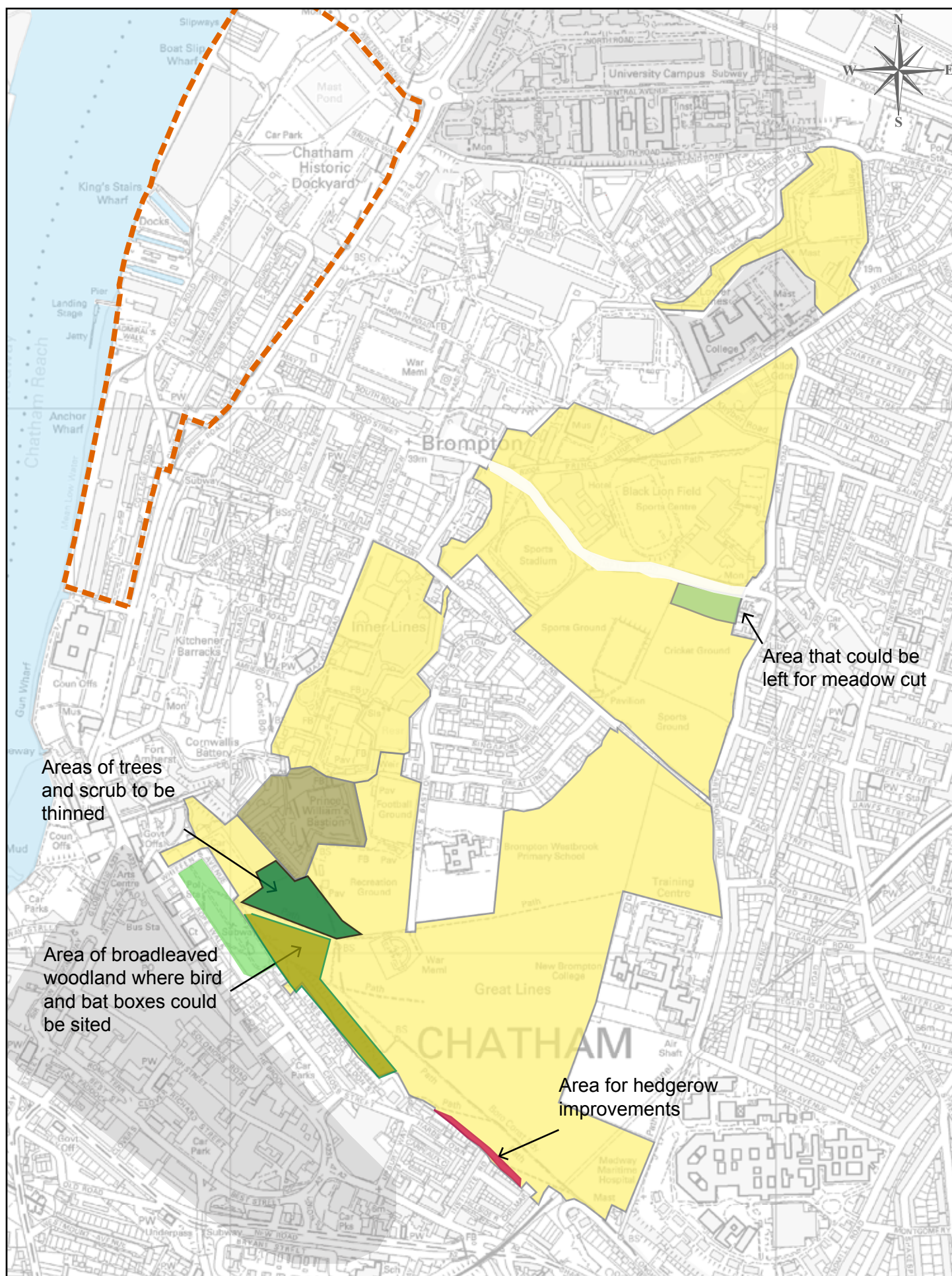
Pesticides – use of pesticides is limited to a maximum of four annual applications of weed killer sprayed on paths and steps using glyphosate. Cultural methods are being encouraged by edging of paths and robust pointing of steps.

Peat use – there is no use of peat on site.

FSC Wood – the timber used for all new seating is FSC accredited, this will be used when replacing timber slats on benches

Ragstone gabions – ragstone used in the gabions has been sourced from Kent quarries.

Recycling – there are no recycling bins on site and this should be investigated at locations such as the Lower Lines, where a large number of young people may congregate.



## Great Lines

### Landscape Management Plan

Map 4: Proposed Vegetation Management  
by volunteers and alternative contractors

Scale 1:10,000 @A4

Drawn: Greenspace Services

Date: Jan 2012

## 2.5 Conservation and Heritage

### Heritage

Whilst the heritage of the park is interpreted throughout there are certain features which need to be preserved:

Field of Fire – The open vistas of the Field of Fire should be preserved to the south - south-west, this reflects the historical context and use of the Field of Fire as set out in 1. 4 of this MMP. Tree planting should be avoided in these areas.

The Lines – these should be managed by removing encroaching vegetation which may damage the walls of the ditches. Maintaining their open nature also reflects their historic context as set out in 1.4 of this MMP

The Naval Memorial – this memorial and associated lighting is managed by the War Graves Commission.

Fort Amherst – the preservation of this site is managed by the Fort Amherst Trust. However the clearance of vegetation between the Field of Fire and Fort Amherst as set out in Map 4 should be adhered to in order to conserve the connection and open up clear views.

The Inner Lines – the historic landscape of the Commandant's Gardens and Kitchen Garden are under the management of the MOD and plans are in place to renovate and preserve the formal layout of the 18<sup>th</sup> century gardens. An HLF bid is being compiled by the Great Lines Heritage Park Project Officer in 2012 for funding to address the issues around the old reservoir and renovate the gardens. This will include linking the inner lines to The Historic Dock Yard, Chatham, , Brompton and the Field of Fire with signage, pedestrian and cycle links.

### Conservation

An Ecological Enhancement Report was produced in October 2008. This report identified habitats across Areas 1, 2 and 5 and provided recommendations on improving habitats, this included.

- Hedgeplanting
- Wildflower meadow seed sowing
- Providing bat and bird boxes
- Tree removal to increase meadows
- Habitat piles
- Recommendations of plants for different scenarios

Many of the recommendations could provide tasks for the friends groups to complete, See **appendix 2** for a plan of the habitats.

The Field of Fire meadows – 21 hectares of the Field of Fire is designated as a Local Wildlife Site (formerly SNCI). The designation is due to the calcareous lowland grassland which supports high species diversity due to its low nutrient value. The following listed species can be found within these meadows and the surrounding woodlands and scrub, this table should be updated as further species are identified within Areas 1, 2 and 5:-

Flora	Fauna			
	Birds	Invertebrates	Reptiles	Mammals
Common Rockrose	Kestrel	Common Blue butterfly	Common Lizard	Badgers
Field Scabious	Meadow Pippin	Marbled White butterfly	Slow Worm	Grey Squirrel
Lady's Bedstraw	Skylark	Stripe-winged Grasshopper		Wood Mouse
Quaking Grass.	Whitethroat	Small Copper		Bank Vole
Red Star Thistle	Dunnock			Field Vole
Squinancy wort	Linnet			
Wild Clary;	Goldfinch			

Currently half the meadow is mowed one year and the second half the following year to allow two years between cuts (as set out in the maintenance section of this MMP). Further audits of the meadows should be carried out to identify the spread of important species and to ensure that they are flourishing and not diminishing.

Trees – There is no evidence of an official tree survey for the entire Great Lines Heritage Park, it is important to survey the tree stock to guide future tree management and planting.

## 2.6 Community Involvement

The Friends of Great Lines Heritage Park (FOGLHP) - The Friends Group were set up in 2010 to support the Park and act as a formal consultee on all decisions within the Park. They are an independent community group whose aims are to preserve and promote the GLHP as a valued and protected open space for the enjoyment and well-being of local residents and visitors. They are working to encourage more events at the GLHP, such as bug hunt events to help local residents understand their native flora and fauna. The website for The Friends Group is [foglhp.foag.org.uk](http://foglhp.foag.org.uk)

### Table of events – supported by Friends' Groups

Event	Date Held
Annual FOAG Picnic	Every year since 2006
Tour De France at Fort Amherst	July 2007
Time Capsule Burial at Mid Kent College	March 2008
Public Consultation at Fort Amherst for GLHP	September 2008
Time Capsule Burial	September 2010
FOGLHP AGM	3 <sup>rd</sup> March 2011
Litter pick	16 <sup>th</sup> April 2011
Open Friends Meeting	21 April 2011
Official opening of Prince William Bridge	28 <sup>th</sup> April 2011
Social for committee	18 May 2011
Litter pick	2nd July 2011
Litter Pick	11 <sup>th</sup> July 2011
Open Meeting/AGM	26 July 2011



Litter pick	10 <sup>th</sup> December 2011
Walk4Life	24 <sup>th</sup> September 2011
Fireworks Display	18 <sup>th</sup> November 2011
FOGLHP AGM	29 <sup>th</sup> February 2012
Litter Pick	10 <sup>th</sup> March 2012
A Day for Every Dog	15 <sup>th</sup> May 2012
Litter pick	9 <sup>th</sup> June 2012
Litter pick	8 <sup>th</sup> September 2012

The Friends of Admiral Gardens (FOAG) – so named because the Admiral of Nore's residence and gardens were located at the Lower Lines, is a community group who aim to safeguard the park as a greenspace and ensure access for the whole community. The group were established in 2006 to support the development of the new park and ensure that the heritage was maintained. They regularly hold events and task days as set out in the table above

Audience Development Plan – This plan was produced in October 2008 and can be found in **appendix 2**. A large consultation was undertaken and results published in this report, it sets out the identified priorities of residents for the Great Lines Heritage Park:

- Make the park accessible and safe
- Restore the Fort
- Join up the Inner, Lower, Great Lines and Fort to make one Park
- Create local identity, pride, ownership
- Make the park easy to understand and move around
- Protect, enhance and recover the Heritage and open space of the Park

Whilst the physical aspects of these priorities can be measured and seem to have been achieved, it is important to measure the change in perception. Another consultation should take place to identify how well received the changes have been and whether they have met aspirations of the community. This could be carried out in partnership with the Friends' Groups.

## 2.7 Marketing

Currently there are several channels for marketing of the Great Lines Heritage Park:-

Medway Council – provide information to residents and visitors via their Medway Matters monthly journal, which is provided to all Medway residents. They also display information on their website [medway.gov.uk](http://medway.gov.uk). Further marketing is done via the Greenspaces Dept's 'Your guide to our Events..' released annually in January promoting all events in Parks across Medway for the current year. See **appendix ...** The Medway Park is regularly advertised through the Leisure Department and the 2012 Olympic and Sports Development Team are dedicated to raising awareness of Medway Park facilities and its connections with the 2012 Olympics.

Friends Groups – Both groups mentioned in section 2.6 of this MMP have websites. These websites are used to promote The Great Lines Heritage Park. FoGLHP also have a facebook page.

GLHP Leaflet – a leaflet has been produced by FoGLHP for the Great Lines Heritage Park in 2012 which is available throughout Medway, a leaflet already exists for the Lower Lines.

Chatham World Heritage Bid – The Chatham World Heritage Trust publish information on their website [chathamworldheritage.org.uk](http://chathamworldheritage.org.uk) and raise awareness of the park and the awards and accolades received since 2010. The quarterly newsletter contains at least two sides of information on the GLHP.

Fort Amherst – the Fort has a Marketing Officer, a website and a leaflet that is available at tourist information centres.

On-site marketing – there are notice boards around the Great Lines Heritage Park which advertise forthcoming events and keep regular visitors up to date on activities within the Park.

Further work needs to be done to develop an events calendar at the Great Lines Heritage Park, to include Doggy Days to engage with dog walkers, and more widely attended large festivals which denote the regional importance of the Park.

## **2.8 Management**

Currently a Great Lines Heritage Park Project Officer is funded by Chatham World Heritage to oversee the development of the Park. Implementation of the Management Plan in terms of development will sit with this officer. The role also looks at external funding, instigating projects and supporting the associated Friends' Groups.

In terms of Grounds Maintenance and day to day inspections and rectification of issues, Greenspaces will oversee work. The Urban Ranger Team will deal with day to day issues, whilst the Operations Team will oversee grounds maintenance in the areas owned by Medway Council.



22. View of the Medway from the path into Fort Amherst - highlighting the strategic importance of Fort Amherst

23. Award winning Prince William bridge that links Fort Amherst to the rest of the Great Lines Heritage Park



## 2.9 SWOT Analysis

This analysis identifies points from the 'Where are we now' assessment to help inform the action plan

<ul style="list-style-type: none"> <li>• <b>STRENGTHS</b></li> <li>• £2million worth of investment has upgraded and introduced further infrastructure to make the GLHP accessible to all</li> <li>• Site has LWS status.</li> <li>• Medway Council staff - experienced in many different disciplines able to balance access and biodiversity.</li> <li>• Sits between 2 towns with high current and potential user numbers</li> <li>• Spectacular views resulting from open grassland nature of the area</li> <li>• Large area of accessible semi-natural habitat acting as a wildlife corridor.</li> <li>• A relatively impressive list of important indicator species given pressures on the site.</li> <li>• Stripe-winged Grasshopper; Marbled White; Common Blue; Common Lizard; (House Martin); Kestrel; Meadow Pipit; Skylark; Whitethroat; Common Rockrose; Wild Clary; Squinancywort; Lady's Bedstraw; Field Scabious; Small Scabious; (Red Star Thistle); Quaking Grass.</li> <li>• Strong historical background which links the Historic Dockyard, Fort Amherst, Naval Memorial, Great Lines (Field-of-fire).</li> </ul>	<ul style="list-style-type: none"> <li>• <b>WEAKNESSES</b></li> <li>• Planning policy too vague/weak</li> <li>• Updated services map required.</li> <li>• Site and wider context ownership map required.</li> <li>• Lack of current MMP to demonstrate funding requirements</li> <li>• Countryside ranger responsible for approx 20 other sites across Rainham and Gillingham meaning there is little available time to conduct planned monitoring (fixed point photography, species presence) or management plan review</li> <li>• Sloping ground and debris making machine operation difficult in places.</li> <li>• Inconsistent management standards between neighbours</li> <li>• Lack of mapped and publicised detail with rationale behind management</li> <li>• Invasive species planted/allowed to grow on or adjacent to the site.</li> <li>• Grass fires, Graffiti, lack byelaws, illegal motorbike useage, litter and flytipping</li> <li>• Poor awareness of the Park and the improvements</li> <li>• Perception of safety is low</li> </ul>
<ul style="list-style-type: none"> <li>• <b>OPPORTUNITIES</b></li> <li>• Partnership to deliver this plan</li> <li>• World Heritage Site application</li> <li>• Medway Park</li> <li>• Green Grid</li> <li>• Town Centre regeneration</li> <li>• Partnership working</li> <li>• Show how the site fits into a central position within Medway's corporate goals, and broader regional / Gateway ambitions</li> <li>• Detailed mapping would assist all planning and management works.</li> <li>• New grounds maintenance contract</li> <li>• Partnership/joined-up approach to problem solving/site development</li> <li>• Linking with Fort Amherst-history and biodiversity value</li> <li>• Working with all partners/owners to tighten boundaries and enforce byelaws.</li> <li>• Appropriate events on amenity grassland area</li> </ul>	<ul style="list-style-type: none"> <li>• <b>THREATS</b></li> <li>• Site development by individuals working in isolation without the consensus or knowledge of all interested parties.</li> <li>• Greenspace discretionary service</li> <li>• Failure to work in partnership</li> <li>• Lack of money for site development works beyond routine management.</li> <li>• Lack of path sweeping on highway surfaces</li> <li>• Furniture placed in lit areas of paths</li> <li>• Increasing motorbike activity</li> <li>• Vandalism to on-site interpretation</li> </ul>

### SECTION 3- Where do we want to go?

Having audited the site in its original state and carried out a SWOT analysis (section 2.9) the following table sets out recommendations for The Great Lines Heritage Park to deliver the aims below, against Green Flag criteria, as agreed by .....

#### Aims

- To positively welcome people into the Park in terms of both physical and social access.
- To ensure a healthy, safe and secure experience for users.
- To provide a well-maintained and clean environment.
- To improve the environmental quality and sustainability of the site.
- To conserve the historic character whilst ensuring provision for contemporary users and communicating the historical importance of the site to those users.
- Provide opportunities to increase community use and involvement particularly through events, education and interpretation.
- Ensure effective promotion of the site as a community resource.
- Ensure all those involved in the management and maintenance of the site effectively use the Management Plan as a working document.

It should be noted that each aim and its associated objectives do not exist independently from the others and have been organised in this way for ease of use.

Criteria	Analysis of existing situation	Recommendations	Task No
<b>A WELCOMING PLACE</b>			
Good and safe access	All the paths and furniture were installed in 2010	Continue to maintain new infrastructure as set out in Section 2.3 of MMP and in accordance with site style set out in section 1.8	3.1.1
Signage	No signage at the entrances to The Lower Lines from Purser Way and Johnson's Avenue.	Investigate costs to install signage at entrances from Purser Way and Johnson's Avenue	3.1.2
	Signage in Lower Lines does not indicate that it is part of The GLHP	Signage at Lower Lines should indicate that is part of the GLHP	3.1.3
	Currently there are no cycle route signs.	Investigate costs to provide cycle route signage from The Dockyard through the Great Lines Heritage Park.	3.1.4
	Signage from Brompton to the GLHP needs to be introduced which should	Investigate costs to provide signage in Brompton.	3.1.5

	include heritage information about Brompton		
<b>HEALTHY SAFE AND SECURE</b>			
Safe Equipment and facilities	The Great Lines is rated a Category B (four patrols a month) site	Annually assess site in terms of category i.e. should it be higher or lower inspection frequency	3.2.1
Urban Ranger Inspections	Inspections are recorded by Urban Rangers and work carried out as necessary	Continue to inspect sites and record information.	3.2.2
Graffiti	There were signs of graffiti and antisocial behaviour on the lit path between Whiffens Avenue and Longhill Avenue	Lit Footpath - Consider moving the seat and bin from under the street light to somewhere that is in darkness to alleviate problems of vandalism	3.2.3
Security in park	Currently the management of the GLHP is supported by Kent Police	Continue to work with Kent Police and local PCSOs to improve safety in park	3.2.4
	An audience development plan produced in October 2008 sets out residents views on security of the Park	Consider conducting another survey now that improvements are in place to gauge whether visitors feel safer since the improvements were carried out	3.2.5
Provision for Children and Young People	Although there are several play areas for differing age ranges, the play value is limited by the age of the equipment	Investigate funding to upgrade Mill Road and Town Hall Garden's Play Areas to increase play value	3.2.6
<b>WELL MAINTAINED AND CLEAN</b>			
Grounds Maintenance	Currently Areas 1 and 2 of the GLHP are maintained by Quadron on behalf of Medway	Continue to maintain areas as per section 2.3 of the MMP.	3.3.1
	The Lines constructed ditches across all five areas of the GLHP need to be maintained and kept free of vegetation	Put in place funding to maintain the Lines across all five areas to ensure that they are kept open and free of vegetation. Consider using the Probation Service to maintain these areas.	3.3.2
	Paths across the Field of Fire are maintained with	Ensure that paths are maintained with	3.3.3



	2m strips cut either side	mowing strips across the Field of Fire	
	Currently the Trees are visually inspected approximately twice a year, however there is no specific maintenance carried out to tree areas.	Put in place funding to provide support to Friend's group for thinning task days. Fund extra coppicing annually and put a tree and scrub management plan together to identify annual work programme	3.3.4
Infrastructure Maintenance	Following installation of extensive new signage, stone gabion boundaries, benches, bins and new paths there needs to be a maintenance budget to support new infrastructure	Provide additional funding to carry out repairs and renewals where necessary to the new infrastructure at the GLHP	3.3.5
	When new benches were installed in the grass areas they were not placed on concrete bases, loss of grass coverage and dishing has occurred.	When replacing benches install onto concrete bases. If funding becomes available concrete bases could be installed and benches placed onto these.	3.3.6
<b>SUSTAINABLE</b>			
Recycling	Currently there are no recycling facilities on site	Investigate the possibility of installing recycling bins at locations near to the Colleges.	3.4.1
	Encourage sustainable methods of transport through GLHP	Hold sporting events and healthy walks at the GLHP	3.4.2
<b>CONSERVATION AND HERITAGE</b>			
Heritage	Vistas to the South – South-West of the Field of Fire should be kept clear of trees to maintain heritage of site	Ensure that no tree planting takes place that will interrupt views from the Field of Fire to the South South-West	3.5.1
	The Lines – these should be managed by removing encroaching vegetation which may damage the structural walls and obscure views of the open lines.	Put in place funding to maintain the Lines across all five areas to ensure that they are kept open and free of vegetation. Consider using the Probation Service to maintain these areas.	3.5.2

	The Inner Lines should be restored to its former garden layout circa 18thc	Support plans and funding to return the Inner Lines to its formal garden layout	3.5.3
Conservation	Meadow Areas should be managed with identified species in mind	Continue to mow meadows as set out in section 2.3 of this MMP	3.5.4
	Surveys should be conducted regularly to ensure that important species are flourishing and not diminishing	Arrange for specialist in Flora and Fauna to carry out surveys of the meadows every three years to check on progress of protected species of bird and red star thistle	3.5.5
	Trees – identify veteran trees and interesting species	A formal tree survey should be carried out to aid locations for replanting and identify trees for protection.	3.5.6
COMMUNITY INVOLVEMENT			
	Friends of the Great Lines Heritage Park and Friends of Admiral Gardens currently work with all landowners to support the GLHP	Medway Council to continue to provide support to the Friends' Groups for task days and attend meetings.	3.6.1
	Further Events with the support of the Friends' Groups should be held at GLHP to help educate and engage with local residents and visitors	Work with Friends Groups to develop a programme of events for the GLHP	3.6.2
	Friends Group enjoy carrying out tasks at the GLHP	Put together programme of tasks based on needs of the site and allocate Ranger support to oversee task days	3.6.3
	An audience development plan was produced by HTA in 2008 to inform the development of the GLHP	A consultation should be conducted to check whether the aspirations of the community were met following the investment.	3.6.4
MARKETTING AND EVENTS			
	Raise awareness of the GLHP through events	Arrange a calendar of events to attract more people to the GLHP	3.7.1
	Currently there are several	Continue to market	3.7.2

	channels for marketing the GLHP	the GLHP through Friends Groups, Medway Council and Chatham World Heritage	
		Develop a marketing plan to raise awareness of the GLHP	3.7.3
MANAGEMENT			
	Further revenue funding is needed to maintain the GLHP infrastructure	Apply for further revenue funding to continue improving the landscape	3.8.1
	Manage the maintenance aspects of the site to provide a good setting for visitors	Continue to maintain the Park	3.8.2
	Further capital funding is required to provide improvements set out in this MMP	Investigate further funding streams for capital improvements	3.8.3
	Review this MMP annually to check actions that have been met	Review action plan and update annually	3.8.4

## SECTION 4- How Will We Get there?

The following section sets out the Five Year action plan based on the recommendations in section 3, for developing and managing The Great Lines Heritage Park. This action plan is to be used in developing the Park and updated every twelve months.

Year	Calendar Year
Year 1	2012
Year 2	2013
Year 3	2014
Year 4	2015
Year 5	2016

Task No	Task	Year	Estimated Cost	Funding Source Capital (C ) Revenue (R) External (E)	Secured Y/N	Progress	Officer Responsible
A WELCOMING PLACE							
3.1.1	Continue to maintain new infrastructure as set out in Section 2.3 of MMP and in accordance with site style set out in section 1.8	1-5	£10,000 per annum	R	N		Urban Ranger Team
3.1.2	Investigate costs to install signage at entrances from Purser Way and Johnson's Avenue	1	£3000	C	N		GLHP Project Officer
3.1.3	Signage at Lower Lines should indicate that it is part of the GLHP	1	Included in above	C	N		GLHP Project Officer
3.1.4	Investigate costs to provide cycle route signage from The Dockyard through the Great Lines Heritage Park	2/3	Unknown	C	N		GLHP Project Officer



3.1.5	Investigate costs to provide signage in Brompton.	2	£3000	C	N		GLHP Project Officer
HEALTHY, SAFE AND SECURE							
3.2.1	Annually assess site in terms of category i.e. should it be higher or lower inspection frequency	1-5	Officer time	R	Y		Urban Ranger Team
3.2.2	Continue to inspect sites four times a month and record information.	1-5	Officer time	R	Y		Urban Ranger Team
3.2.3	Lit Footpath - Consider moving the seat and bin from under the street light to somewhere that is in darkness to alleviate problems of vandalism	1	£500	R	N		Urban Ranger Team
3.2.4	Continue to work with Kent Police and local PCSOs to improve safety in park	1-5	Officer time	R	Y		Urban Ranger Team
3.2.5	Consider conducting another survey now that improvements are in place to gauge whether visitors feel safer since the improvements were carried out	1 and 5	Officer time/Volunteers/Friends Group	R	N		GLHP Project Officer/FoGLHP
3.2.6	Investigate funding to upgrade Mill Road and Town Hall Garden's Play Areas to increase play value	3-5	£100,000	C	N		GLHP Project Officer/ Greenspace Development Team
CLEAN AND WELL MAINTAINED							
3.3.1	Continue to maintain areas as per section 2.3 of the MMP.	1-5	£	R	Y		Greenspace Operations Team
3.3.2	Put in place funding to maintain	1-5	£10,000 per	R	N		GLHP Project

	the Lines across all five areas to ensure that they are kept open and free of vegetation. Consider using the Probation Service to maintain these areas.		annum				Officer
3.3.3	Ensure that paths are maintained with mowing strips across the Field of Fire	1-5	£3000 per annum	R	N		Urban Ranger Team
3.3.4	Put in place funding to provide support to Friend's group for thinning task days. Fund extra coppicing annually and put a tree and scrub management plan together to identify annual work programme	1-5	£10,000 per annum	R	N		GreenspaceP artnership Officer
3.3.5	When replacing benches install onto concrete bases. If funding becomes available concrete bases could be installed and benches placed onto these.	1-5	£200 per base	R/C	N		Urban Ranger Team
SUSTAINABILITY							
3.4.1	Investigate the possibility of installing recycling bins at locations near to the Colleges.	2	Officer time	R	N		GLHP Project Officer
3.4.2	Hold sporting events and healthy walks at the GLHP	2,3,4	Officer time	R/C	N		GLHP Project Officer/ FoGLHP/Even ts Team
CONSERVATION AND HERITAGE							
3.5.1	Ensure that no tree planting takes place that will interrupt views from the Field of Fire to the South	1-5	Officer time	R	N		Urban Ranger Team

	South-West						
3.5.2	Put in place funding to maintain the Lines across all five areas to ensure that they are kept open and free of vegetation. Consider using the Probation Service to maintain these areas.	As 3.3.2			N		GLHP Project Officer
3.5.3	Support plans to bid for HLF funding to return the Inner Lines to its formal garden layout	1-5	Officer time Volunteer time		Y		GLHP Project Officer
3.5.4	Continue to mow meadows as set out in section 2.3 of this MMP	1-5	£	R	Y		Urban Ranger Team
3.5.5	Arrange for specialist in Flora and Fauna (such as Kent Wildlife Trust) to carry out surveys of the meadows every three years to check on progress of protected species of bird and red star thistle	1 and 3	£1000 per time	R	N		Urban Ranger Team/Country side Rangers
3.5.6	A formal tree survey should be carried out to aid locations for replanting and identify trees for protection.	2	£	R/C	N		
COMMUNITY INVOLVEMENT							
3.6.1	GLHP Project Officer to continue to provide support to the Friends' Groups for task days and attend meetings.	1-5	Office time	R	Y		GLHP Project Officer
3.6.2	Work with Friends Groups to develop a programme of events for the GLHP	1-5	Officer time	R	Y		GLHP Project Officer/ Greenspace Partnership Officer

3.6.3	Put together programme of tasks based on needs of the site and allocate Ranger support to oversee task days	1-5	Officer time	R	N		Greenspace Partnership Officer
3.6.4	A consultation should be conducted to check whether the aspirations of the community were met following the investment.	1-2	Officer time	R	N		GLHP Project Officer/ FoGLHP
MARKETING							
3.7.1	Arrange a calendar of events to attract more people to the GLHP	1-5	Officer and Volunteer time	R	N		FoGLHP
3.7.2	Continue to market the GLHP through Friends Groups, Medway Council and Chatham World Heritage	1-5		R	Y		
3.7.3	Develop a marketing plan to raise awareness of the GLHP	1-2	Officer time	R	N		GLHP Project Officer
MANAGEMENT							
3.8.1	Apply for further revenue funding to continue improving the landscape	1	£30,000	R	N		Urban Ranger Team
3.8.2	Continue to maintain the Park as per this MMP	1-5		R			Greenspace Team
3.8.3	Investigate further funding streams for capital improvements	1-5	Officer time	C/R	N		GLHP Project Officer
3.8.4	Review action plan and update annually	1-5	Officer time	R	Y		GLHP Project Officer



## **SECTION 5- How Will We Know When We Have Arrived?**

### **Monitoring and review**

#### **5.1 Introduction**

This Management and Maintenance Plan (MMP) includes an Action Plan which sets out a series of objectives and specific actions, in addition to the Vision statement contained in Section 1 which has also informed the Action Plan. The Great Lines Heritage Park Project Officer will be responsible for the delivery of this Plan. Greenspaces will be responsible for ensuring the maintenance and day to day running of the Park .

The purpose of this section is to set up the principles of the monitoring and review mechanisms and identify the range of issues, which need to be considered in relation to both monitoring and evaluation – key components to the success of the scheme.

#### **5.2 Overview**

In order to establish an appropriate mechanism for the monitoring and review of the Management and Maintenance Plan for The Great Lines Heritage Park, it is necessary to establish the most important considerations for the Plan and those that will be indicators of its success, or failure.

There are four broad indicators which can be measured in a variety of ways and which give a sound footing for the development of a monitoring and review methodology.

These are:

- Achievement of identified outputs.
- Cost and cost management (budgets).
- Quality measures.
- Timescale and programme delivery.

#### **8.3 Implementation**

Monitoring and evaluation activities will take place on a daily, weekly, monthly and annual basis. Monitoring and evaluation will take place in two ways.

Certain routine works will be assessed daily and weekly as part of the contract specification to ensure that grounds maintenance standards are being met. The Contracts Officer will carry out this form of monitoring. Any shortfall between the written standards set and the work carried out on the ground will be discussed and evaluated at that time with the contractor and remedies applied to ensure that it does not reoccur.

The contract quality will be reviewed on a regular basis and an assessment made to see whether overall the contract and on-site works are meeting required standards and expectations. If standards achieved are consistently falling short of those required, then action will be carried out to rectify the problem. This action may have implications on budget and contract. Greenspace Services will continue to be fully appraised of contract operational standards through provision of a written monthly report from the Contractor and attendance of weekly meetings.

The second form of monitoring that will take place relates to the Action Plan and will again be carried out by a review team of the Great Lines Heritage Park Project Officer and relevant officers from the Greenspaces Team. The items that have been identified and set out in the monitoring method of the Action Plan are SMART

(specific, measurable, achievable, realistic, and time-bound) or have specific identifiable outcomes that can be recorded.

It will be the responsibility of the review team to develop a timetable and ensure that each item identified is 'measured' at the appropriate time. In some instances, this form of monitoring is more straightforward as the action has either been done or it has not, whereas other items may need to be broken down into constituent parts to ensure that the SMART consistent components are delivered.

On an annual basis, the Action Plan will need to be reviewed and updated with new outputs, actions and methods of monitoring evaluation being identified as items are completed. On an annual basis, it is intended that the entire Management Plan will be updated following complete review of the achievements identified and an assessment made of the year's successes and/or failures. Items not completed, or those that through the monitoring were found to be not as successful as first thought, will then be reassessed to see where changes can be made.

In addition to the above, individual action points will be allocated to Officers and progress will be monitored at quarterly meetings with line managers and formal six-monthly performance appraisal meetings. This will ensure full accountability within the team for implementation and achievement of overall and specific objectives.